

A RELATIONSHIP BETWEEN DELEGATION OF AUTHORITY AND EFFECTIVE DECISION-MAKING AT POLICE STATIONS IN DUBAI, UNITED ARAB EMIRATES

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ABSTRACT

The study deals with the relationship between the delegation of authority and the effectiveness of decision-making in the police stations in Dubai, the economic and administrative capital of the United Arab Emirates, where Dubai is one of the most prestigious and most important cities in the world, Dubai is a financial district and an important commercial hub.

Given the importance of Dubai, the researcher aims to study the relationship between the delegation of authority and the effectiveness of decision-making at the Dubai Police Stations, in order to maintain the stability of the region, which became a global financial center.

The study used the analytical descriptive method, where the subjects of delegation of authority, decision-making effectiveness, and the basis of the relevant scientific theories were discussed.

The study also followed the quantitative approach by designing the questionnaire and asking questions to explore managers' opinions, to accurate results.

The study found a strong correlation between delegation of authority and decision making in the Dubai Police Department. The study also found the economic and financial importance of the city of Dubai in international business and commerce, which necessitated attention to the issues of delegation of authority and decision-making, and increase the importance of Dubai Police.

The study recommended that:

- *To take care of police research projects for security personnel as a basic function of the police department through the development of a comprehensive strategic plan at the level of police departments in Dubai and the Ministry of the Interior.*
- *Linking police research projects with community issues and working on the results of this research in the fields of social life.*

KEYWORDS: *Human Resources Management, Delegation of Authority, Decision Making, Dubai Police, United Arab Emirates.*

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INTRODUCTION AND SIGNIFICANCE OF THE STUDY

The importance of this study comes from deep discussion to the effect of delegation authority on the process of decision-making in large organizations. Studying such important variable discovers the level of control

and decentralism applied in modern management which implies a new management style to cope with the tough challenges in today's tasks world.

Delegation authority reflects positive elements such as effectiveness of performance, efficiency, and empowerment of employees. In addition to that, the result of this study will contribute to create alternative leadership as well as a new strategy in the decision-making process between employer and employees this study is different from other studies which talks about delegation of Authority and decision making. Most of the previous studies were important with studying these factors on education, but this study is important to the police field, and thus consider a new contribution on management field.

The importance of this study in that it discusses an important topic and vital and urgent, delegation of authority and decision-making impact. This is the cornerstone of the administrative organization and in this chapter the historical background of delegation of authority in decision-making as well as the objectives and importance of the problems that prevent the use of delegated authority in decision-making.

The Study Problem

The background of this study has provided an insight to understanding that the purpose of the delegation of authority is to enable the organization to achieve the objectives of efficiently and effectively the delegation of authority from the imperatives of the organization, as it is not one person can do all the necessary work in the administration and the achievement of the goals of the organization. Because it with the inflation of administrative work is very spacious and it is not possible for one person to exercise all the authority to take decisions in the organization (Abdul Latif, 2015).

Delegation of authority and decision making has a relationship (Graham, 2014), entitled, "Capital Allocation and Delegation of Decision-Making Authority within Firms" they study that was in private company Europe not in Dubai Police Department, for that I study that and I found that how The delegation of authority has a direct impact on the decision making process in the head organization.

To fill this gap the study aims to study the effect of delegation of authority on the decision-making strategy. And the question arises "What is the effect of delegation of authority on the decision-making strategy and the relationship between the delegation of authority and decision-making strategy in the Dubai Police Department?"

Purpose of the Study

The aim of this study is to suggest a delegation of authority and decision making strategy model for the Dubai Police Department.

The Research Questions

- What is the effect of delegation of authority on the decision-making strategy in the Dubai Police Department?
- What is the effect of functionality of the organization on the decision-making strategy in the Dubai Police Department?
- How employees' performance (scientific level, experience and efficiency) mediates the relationship between the delegation of authority and decision-making strategy in the Dubai Police Department?
- How delegation of authority, the decision-making strategy, the functionality of the organization and employees'

performance are correlated in a theoretical model in the Dubai Police Department?

Objectives of the Study

- To investigate the effect of delegation of authority on the decision-making strategy in the Dubai Police Department.
- To examine the effect of functionality of the organization on the decision-making strategy in the Dubai Police Department.
- To examine the mediating effect of employees' performance (scientific level, experience and efficiency) on the relationship between the delegation of authority and decision-making strategy in the Dubai Police Department.
- Develop a theoretical model that correlates delegation of authority, the decision-making strategy, the functionality of the organization, and employees' performance in the Dubai Police Department

Limitations of the Study

I conducted this study to prove the strength and the need to delegate authority in decision-making and found that there are many factors and elements to prove this study and its success. But I did not take all these factors in the study, we only took a certain number of factors and elements and we studied them as the effect of delegation of authority on the decision-making strategy, variables that related to the effect of functionality of the organization on the decision-making strategy, variables that related to examine the mediating effect of employees' performance (scientific level, experience and efficiency) on the relationship between the delegation of authority and decision-making process, variables that related to develop a theoretical model that correlate delegation of authority, the decision-making process, the functionality of the organization, and employees' performance. The future researchers can take different factors that effect on delegate authority in decision-making as Duality of decision-making, Economic Size (Large Size) for the organization, Environmental effects, and Decentralization of performance.

Methodology of the Study and Hypotheses

There were six main hypotheses in this thesis:

- **H1:** There is a positive correlation between the delegation of authority and decision making strategy in the Dubai police department at the level of significance 5%
- **H2:** There is a statistical significant correlation between the eight fields with each other in police department in Dubai Police Department at the level of significance 5%
- **H3:** There is found a statistical significant difference in delegation of authority related to variables (Sex, Age, place of living, place of work, and Salary) in the Dubai police department at the level of significance 5%
- **H4:** There is found a statistical significant difference in decision making strategy related to variables (Sex, Age, place of living, place of work, and Salary) in the Dubai police department at the level of significance 5%
- **H5:** There is not found any statistically significant difference in the eight fields related to variables (Functional role, Sex, Age, place of living, place of work, and Salary) in the Dubai police department at the level of significance 5%.

- **H6:** Employees' performance mediates the relationship between the delegation of authority and decision-making strategy in the Dubai Police Department.

THE BACKGROUND OF THE STUDY

Perhaps the most prominent features of this age and the spread of scientific and technical knowledge and increasing growth, which requires the availability of human and administrative and qualified in institutions so that they can perform their functions efficiently and effectively when the scope of collective action it becomes difficult to an individual or group of individuals to do all the required efforts in harmony, as a result of the increase in complexity in the organization, and it must therefore be to find new centres in reorganization (Althioa, 2015).

Also the purpose of the delegation of authority is to enable the organization to achieve the objectives of efficiently and effectively the delegation of authority from the imperatives of the organization, as it is not one person can do all the necessary work in the administration and the achievement of the goals of the organization.

Because it with the inflation of administrative work is very spacious and it is not possible to one person to exercise all the authority to take decisions in the Organization (Abdul Latif, 2015).

The process of organizing the sections and jobs would be impossible without the Credentials Committee, due to the distribution of responsibility for what or function normally goes hand in hand with sufficient authority to ensure the completion of the post (Chikasha, 2016).

The delegation of authority was one of the means to achieve the goals is the process by the completion of a complex set of commitments within the structure of the organizer of the specific responsibilities, specifically know the Credentials Committee that entrusting another person to apply the experience in the mission (Maningo, 2005).

Also known as the Credentials Committee that opportunities available to the person for independence and responsibility and participation in decision-making and institutional capacity, and the Basis of liability is linking the parts of the organization units each other, identifies the relations vertical and horizontal, who carries committed to the performance of responsibilities and duties entrusted to him unable to do so, could not be questioned without the authorization of an official authority with its duties and functions of the authority delegated to represent the expansion of the authority of the Director, giving his functions which could not be carried out by personally to the members of the administrative structure, largely here means a specific authority before a higher authority also find the art of the authorization is to get rid of the Authority. The abstract transport of force does not cancel the final authority of by the Director, because the commissioner to is an extension of the Director (Morake et al, 2012).

Whereas the individual when up to a high level of maturity and become a few need of relations and the functions of the Director (Chief), since a leadership arise from the group, and the delegation of functions to the commander of the mature group is the positive proof of the prevailing confidence in the institution and the delegation of authority does not mean the loss of his authority but retain the whole has the right to recover at any time, also does not exempt the commissioner from the responsibility for the work of the them the responsibility is not delegated, it remains the commissioner responsible in front of the pillow top mattresses on the efficiency and effectiveness of the performance of the tasks (Denis and Guillaume, 2013).

The Credentials Committee entrusted with the leader (Director) to some of his subordinates duties, or certain

functions, explaining to them the borders of these tasks, and the results were required to be achieved, not subordinates freedom of accepting the credentials committee or rejected, or lack of commitment of accomplishment, but they are committed to the completion of these duties, officials before the manager of the completed within their delegated authority, in application of the Administrative rule "To the extent of authority that responsibility" Linked to the degree of the Credentials Committee centralization and decentralization in the sense of the degree of concentration of power in the organizational structure of the Decentralization give more autonomy for management and give important powers to the leadership in the process of the Credentials Committee, communications between the different parties in the light of the decentralization remain direct and fast and effective (Eddin, 2015).

CONCEPTUAL LIMITATIONS

- **Temporal Borders**

Will be the search application in the temporal period, 2017\2018.

- **Spatial Border**

This thesis will apply Research on U.A.E the managers and not managers of United Arab Emirates Government (Dubai police). The sample included from 750 persons because of its big size in order to get precise results.

- **Substantive Limits**

The delegation of authority and strategy of decision-making and the new theory 3D direction of relation between employees case study's Dubai police.

- **Methodological Limitations**

Will use the descriptive approach, which depends on the description of the phenomenon accurate description and depends on the monitoring of the phenomenon under study and analysis, interpretation within the community, and attempting to provide solutions, which alternatives and then choose the best solutions or alternatives in the form of a perception of the proposal.

- **Delegation of Authority**

The concept of delegation of authority is evident through the different views of the persons in the questionnaire distributed to persons that the delegation of authority is the transfer of powers from time to time, the official is frequently reviewed these powers from institution to institution, and here needs a constitutional amendment in order to be the continuity of the work of the State or the institution or company or any entity.

The Credentials Committee is either written in the form of a resolution or provided for in the regulations of the organization to work in the case of the Deputy Director in the absence of the Director in the case of vice president in the case of the president's illness.

- **Delegation of Authority**

Delegation of authority is the base of superior-subordinate relationship which includes the assignment of duties and granting of authority.

Assignment of Duties - The delegator first tries to define the task and duties to the subordinate.

He also has to define the result expected from the subordinates. Clarity of duty as well as a result expected has to be the first step in the delegation.

Granting of authority Subdivision of authority takes place when a superior divides and shares his authority with the subordinate. It is for this reason, every subordinate should be given enough independence to carry the task given to him by his superiors.

The managers at all levels, delegate authority and power which are attached to their job positions. The subdivision of powers is very important to get effective results.

Creating Responsibility and Accountability - The delegation process does not end once powers are granted to the subordinates.

They at the same time have to be obligatory towards the duties assigned to them. Responsibility is said to be the factor or obligation of an individual to carry out his duties in the best of his ability as per the directions of superior. Responsibility is very important. Therefore, it is that which gives effectiveness to authority.

At the same time, responsibility is absolute and cannot be shifted. Accountability, on the other hand, is the obligation of the individual to carry out his duties as per the standards of performance.

Therefore, it is said that authority is delegated, responsibility is created and accountability is imposed.

Accountability arises out of responsibility and responsibility arises out of authority.

Therefore, it becomes important that with every authority position an equal and opposite responsibility should be attached. Therefore every manager, i.e., the delegator has to follow a system to finish up the delegation process.

Equally important is the delegate's role which means his responsibility and accountability is attached with the authority over to here.

- **Decision-Making**

The cognitive process of choosing between two or more alternatives, ranging from the relatively clear cut (e.g., ordering a meal at a restaurant) to the complex (e.g., selecting a mate).

Psychologists have adopted two converging strategies to understand decision making (a) statistical analysis of multiple decisions involving complex tasks and experimental manipulation of simple decisions looking at elements that recur within these decisions (Vandenbos, 2002).

The researcher knows that decision: the process of thinking of a vehicle, the aim of which is to choose the best alternatives and solutions available to the individual in a particular situation, in order to reach the desired objective solution.

Functionality of Organization / Organizational Functionality

The researcher defines the Functionality of Organization administrative reorganization is a series of tasks and functions that help organizations to identify their goals, and to identify ways of achieving them, and the measure of the deliverables, progress, and development at all levels, and the extent of its path to development, which is a means of measuring human performance by identifying a practical way of assessing what is considered appropriate or inappropriate.

The Elements of the Delegation of Authority

There are many elements of delegation of authority which are: - the first one is the accreditation from top to bottom and vice versa is not true. The Credentials Committee decision of the commissioner and not by virtue of the division of work, the second one is the credentials committee followed immediately and jump to those without the pyramid., the third one is the Credentials Committee In accordance with the laws and regulations, the fourth one is authorization would be a specific work to be determined. The fifth one is initialized the person authorized to him. And the final one is subject to the person of the president accountable for the survival of the channels of communication between them is open. (Glimcher, 2009, p 2).

Steps to Delegation of Authority

More expansion of the Organization and organizational levels, increased the need for delegation of authority and the creation of what is known as the series include authorities, whatever the degree of credentials permeate the progressive series, this process steps, that there are three interdependent steps the process of delegation of authority.

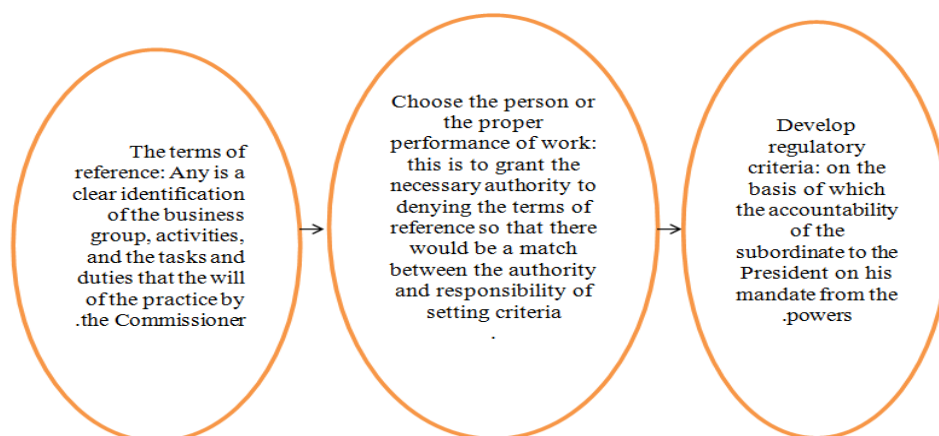


Figure 1: Steps of Delegation of Authority for the Delegation of Authority

The Reasons for the Delegation of Authority

Dating back the causes of the Credentials Committee in many organizations to the development of the growth of the organizations and of the philosophy of the administration toward the central or decentralization of authority. Therefore a delegation of authority is necessary in the regulatory process and must be the director to carry out the mandate for several reasons which are:

- The tasks assigned to the Director may far exceed those that enables him too personally.
- The delegation of authority was the basic element of the fundamental step in any program for the development of subordinates. All the gains and the benefits of training programs in various forms to naught if ignored, director of the exercise of delegated authority.
- That every institution of institutions need not necessarily to the depth of the organized, at any moment had some administrative positions because of the death of the incumbents or contingents or transferred, in this case the others to the filling of those posts in order to continue the organization in the biography. From the foregoing, it is clear that the delegation of authority was not the way to overcome the shortage in the number of workers, it is not

the way to get rid of the personal burdens heavy burdens, but a useful way of style and modern management in the use of staff more effectively and to develop the skills and experience of subordinates.

The Advantages of the Delegation of Authority

Researchers agree and workers in the administration of the successful practice of the mandate the positives and advantages for all of the subordinate and the foundation both if use the Credentials Committee properly.

There are some advantages which are:

- The advantages to the president: creativity and thinking and innovation as releasing the essential functions without exposure to the pressure of time and provide him with a degree of clarity of the mind.
- The advantages of return of subordinates: Where allows them moral incentive to work and diligence and flexibility without pressure, and enjoy the extent of authority and a sense of responsibility and to enhance the effectiveness and performance, and to prepare a new generation of leading cadres.
- The advantages to the enterprise: Where creates the Credentials Committee an atmosphere of competition stimulates the workers to do a good job and improve performance, and the creation of a qualified generation of leadership (Awad, 2009).

Obstacles to the Delegation of Authority

Despite the foregoing features of the Credentials Committee at various levels, but remain several problems and constraints prevent the credentials of the terms of reference in many of the institution which is:-

Obstacles related to the President

There are here four of obstacles related to the president which are:

- A president who lacked scientific expertise remain in a state of hesitation in the face of decision-making.
- Lack of confidence of the President of the subordinates and intellectual maturity to some chairpersons, do not give up some of his powers to preserve the social prestige.
- Unwillingness in the development of the subordinates and in the composition of the second row.
- Fear of lack of confidentiality.

The Impediments of Personnel

There are here three of the impediments of personnel which are:

- Workers desire to evade its responsibilities: there are workers from the back of the non-responsibility either out of ignorance or weak away for fear of responsibility.
- Lack effective incentives after the end of the process of the Credentials Committee to support the successful conduct of the subordinate.
- Lack of experience and the lack of information.

The Constraints of the Organization

There are here two of the constraints of the organization which are:

- The small size of the institution and repositioning in one place, the wider the size of the enterprise and whenever it was difficult for a limited number of the implementation of most of the responsibilities of the institution.
- Centralization and therefore feared president delegate its powers to him. Instability career constant overload transport leads mostly willingness to carry out the mandate (Lukas and Borowiecki, 2014).

Main/Important Concepts

Decision making was often viewed as a stage of human information processing because people must gather, organize, and combine information from various sources to make decisions, and their concept are:

- **Property:** Administrative autonomy increases when the number of civil servants grows while the number
- **Place:** Administrative autonomy increases when the number of authoritative spaces increases
- **People:** Administrative autonomy increases when the number of (various groups) of stakeholders increases
- **Process:** The more than substance and process of policy making were subject to negotiation, the more administrative autonomy will decrease (Lehto N, 2006).

Factors Affecting the Effectiveness of Decision

Book classified management science of factors influencing decisions to many reasons and psychotropic. The most important of factors affecting the effectiveness of decision which are:

- Human factors: that the personality of the Director, emotions and values and the level of awareness of, and the way of thinking of the advisers and creativity is an important factor affecting the decision-making, the foreign pressures of society or the supreme authorities and internal pressures expressed by the organizations, is a human factor affecting the decision-making.
- Laws and regulations: the administrative decision is part of the general policy of the State; the Director is obliged to take into account certain factors such as the budget and the laws.
- Social traditions and religious values: this is clear in Islamic states.
- Technological progress: Where applied methods modern gym in the taking of decisions.
- The Credentials Committee, the credentials of the Director some of his powers to his subordinates from the advantages of positively reflected in the decision-making, it develops subordinates capabilities in the area of decision-making for the central leadership.
- Clarity of vision for the future; whenever this was a clear vision that enabled him to take a decision easily and accurately, if this vision is roughly inadequate and ambiguous, it would be difficult for the decision maker to do(Kaner, 2007).

The Problems and Difficulties of the Adoption of the Resolution

Facing Administrative Leaderships multiple difficulties to the adoption of the resolution, defined by researchers in the administration on the practical applications in this area. Described as follows:

- The Central obtained in some administrative organs, not the Credentials Committee, adversely affect the decision-making to its integrity and flexibility and the timing of the taken. "The extravagance in the development and application of the procedural texts, which defined the procedure and forms should make decisions in accordance with them is considered one of the obstacles to the adoption of resolution.
- Duplication in the terms of reference of the administrative organs, resulting in chaos and confusion and the fragmentation of responsibility
- The abundance of information required to make sound decisions and effective.
- Planning and the consequent lack of clarity of objectives and vision, weak capacity to predict the future.
- Lack of an efficient leader, not to the safety of the methods for selecting the administrative leaderships (Edwards and Miles, 2007)

Concept of Organizational Functionality

Functional organization has been divided to put the specialists in the top position throughout the enterprise. This is an organization in which we can define as a system in which functional department are created to deal with the problems of business at various levels. Functional authority remains confined to functional guidance to different departments. This helps in maintaining the quality and uniformity of performance of different functions throughout the enterprise.

The concept of Functional organization was suggested by F.W. Taylor, who recommended the appointment of specialists at important positions. For example, the functional head and Marketing Director directs the subordinates throughout the organization in his particular area. This means that subordinates receive orders from several specialists, managers working above them.

RESEARCH METHODOLOGY (THE DESIGN OF RESEARCH)

The methodology used in this study is a quantitative approach based on the causal (explanatory) and correlation research strategy. Quantitative research is subjective by observation and empirical data, which means that quantitative approach, is mainly concerned with evaluating the cause and effect of specific phenomena and then uses the collected data by empirical observation methods.

The data collected in a quantitative approach are analysed using mainly statistical methods. The reason to adopt a quantitative approach in this study is to support the researcher to get a better understanding using statistical tools in order to understand the relationships between the variables of the study.

Commonly, quantitative approach is widely used in social sciences and economics as well as marketing and human development. The following are the main steps for conducting the quantitative analysis:

- Variables specification: Variables are concepts of varying levels of abstraction that are measured, manipulated, or controlled in a study.

- Formulating research hypotheses and variables: In this step the hypotheses statements about two or more concepts or variables are specified.
- Selecting the population and sample: The population is the group of participants to be investigated according to the research questions and objectives. The sample refers to specific people within the population of the study from which data will be collected in order to verify the research hypothesis.
- The questionnaire: In this step the questionnaire which is the main tool for collecting the primary data from the sample of the study will be designed according to the findings from the literature review and research framework. The items of the questionnaire are related to the variables of the study.
- Collecting data: Data collection source is the participants in the survey, then using the questionnaire for collecting primary data collected from the participants for the purpose of analysis and conclude the findings.
- Analysing the data: Statistical procedures are used to analyse the primary data and provide answers to the research question as well as verifying the hypotheses of the study.
- Findings and conclusions: The researcher explains the results of the study and links them to the existing body of knowledge in the literature. The researcher then describes the implications of the study and suggests directions for further research in the same topic.

DATA COLLECTION

The questionnaire is a data collection instrument that consists of a set of questions (items) that request for very specific information or data in order to compile information of the persons in question (participant).

The questionnaires are often designed for statistical analysis of responses from participants.

However, this is not the case always. The questionnaire is an affordable data collection instrument which does not require the same amount of effort in verbally or searching through the phone, and often have to identify the specific record answers in the data which makes it easy to assemble and organize then analyse. However, these specific answers often cause frustration among those who answer is committed to the limits of those who answered that they could read the questions and answer them, so that the questionnaires may not be practical in some population groups.

In addition, some of the wording of the question in the questionnaires may pose a problem in getting the appropriate answer.

But questionnaires have major advantages over other data collection instruments, for example, it is cheaper and it requires less effort compared to verbal surveys like using telephone interviews, and often have standardized answers which are important in statically analysis Mellenbergh.

For Delegation of Authority

Delegation of Authority is an important tool that the Managers can use to reduce their pressure. The next sections will answer the questions of the search in detail which numbered from a to c using five fields to interpret the delegation of authority process for these different fields (decision making field, career growth field, status field, Impact, and Self-efficacy).

For Decision Making Field

Table (1) indicates the mean of the response and the frequency for delegation of authority from a point view of Members of the Police Authority in Dubai, in the field of Decision Making (N (sample size) =750).

Table 1: The Mean and the Frequency for Questions in Field of Decision Making

N	Question	Mean of Response	Frequency	Grade of Delegation of Authority
1	Grant power to control police programs.	3.03	60.53	High
2	Participate in the decision making process for new programs	2.93	58.59	Moderate
3	Participate in the decision making process for choosing new members	2.86	57.20	Moderate
4	I can determine my work schedule	3.03	60.51	High
5	The head of the department takes my own views on departmental affairs	2.93	58.56	Moderate
6	My colleagues in the department ask for my advice	2.86	57.25	Moderate
7	Participation of the department in decisions related to creative ideas	3.03	60.51	High
8	Participate in decisions related to the budget of the department	2.93	58.59	Moderate
9	Making decisions in the area of the police operation	2.85	57.09	Moderate
10	I have control over my daily schedule	3.03	60.51	High
11	I have the ability to move towards my favorite work	2.93	58.56	Moderate
12	I have the freedom to make decisions about what to do	2.87	57.31	Moderate
Total grade	Decision making field	2.94	58.77	Moderate

Maximum grade for response is (5).

From Table (4.1) we show that there was High grade of response to questions 1, 4, 7, and 10. And there was a Moderate grade of response to questions 2, 3, 5, 6, 8, 9, 11, and 12. It also indicates that the effect of delegation of authority on the decision-making strategy is Moderate in field of Decision making from a point of view for police department in Dubai.

SUMMARY OF DELEGATION OF AUTHORITY

From tables (4.1), (4.2), (4.3), (4.4) and (4.6) we find that the delegation of authority has a Moderate response, where it is Moderate for each field (Decision making field, Career Growth field, Status field, Self-efficacy field, and Impact field).

Table 2: Summary of the Delegation of Authority at Different Fields

N	Field	Mean	Frequency	Delegation of Authority
1	Decision making field	2.94	58.77	Moderate
2	Career Growth field	2.94	58.88	Moderate
3	Status field	2.93	58.59	Moderate
4	Self-efficacy field	2.92	58.41	Moderate
5	Impact field	2.94	58.79	Moderate
Total grade	The Delegation of Authority	2.93	58.69	Moderate

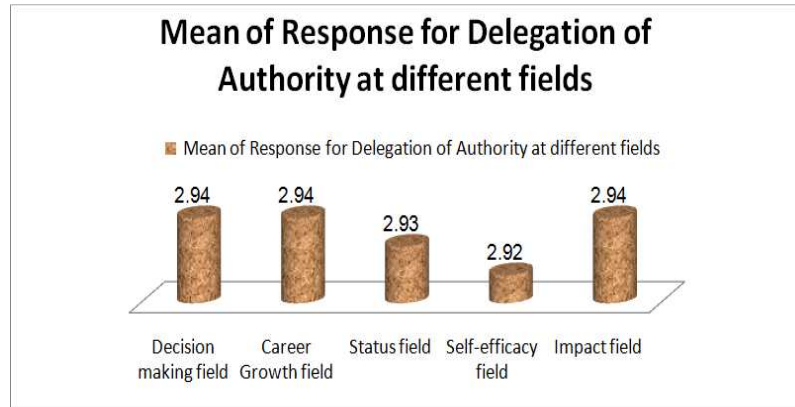


Figure 2: Mean of Response for Delegation of Authority at Different Fields

From figure (1) we show that the mean response for delegation of authority is equal in fields (Decision Making, Career growth, and Impact), and it is of lower value in the self - efficacy field.

3.6. FOR POLICE TASKS FIELD

Table (3) indicate the mean of response and the frequency for Decision making from a point view of Members of the Police Authority in Dubai, in field of police tasks (N=750).

Table 3: The Mean and the Frequency for Questions in Field of Police Tasks

N	Question	Mean of response	Frequency	Delegation of Authority
1	The department proposes the development of police plans and programs	2.86	57.25	Moderate
2	The department contributes to solving the problems of citizens	3.02	60.32	High
3	The department seeks to develop the performance of the working members	2.92	58.40	Moderate
4	The department determines its need of special tools and weapons to be secured in the warehouse	2.86	57.28	Moderate
5	The department proposes using modern methods to deal with citizens	3.02	60.43	High
6	The department studies scientific research projects for working members	2.92	58.43	Moderate
7	The department determines its need for operational means	2.85	57.04	Moderate
8	The Section Council examines and analyzes crimes	3.01	60.27	High
9	The department is composed of committees of its members to resolve issues in the surrounding society	2.92	58.48	Moderate
Total grade	Police tasks field	2.93	58.65	Moderate

Maximum grade for response is (5).

From Table (3) we show that there was High grade of response to questions 2, 5, and 8. And there was a Moderate grade of response to questions 1, 3, 4, 6, 7 and 9. It also indicate that the delegation of authority, the decision-making process, the functionality of the organization and employees' performance are correlated in a theoretical model is Moderate

in field of police tasks from a point of view for police department in Dubai.

SUMMARY OF DECISION MAKING

From tables we find that the delegation of authority, the decision-making process, the functionality of the organization and employees' performance are correlated in a theoretical model has a Moderate response, where it is Moderate for each field (police tasks, Administrative tasks, and Exercise decision-making).

Table 4: Summary of the Decision Making at Different Fields

N	Field	Mean	Frequency	Delegation of Authority
1	police tasks field	2.93	58.65	Moderate
2	Administrative tasks field	2.93	58.62	Moderate
3	Exercise decision-making field	2.93	58.58	Moderate
Total grade	The Decision Making.	2.93	58.41	Moderate

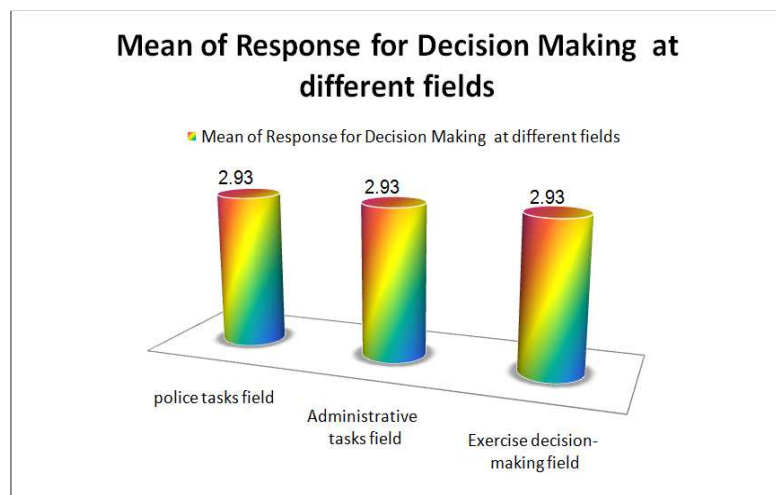


Figure 3: Mean of Response Decision Making at Different Fields

From figure (2) we show that the mean response for Decision Making is equal in fields (Police tasks, Administrative tasks, and Exercise decision making).

TEST OF NORMALITY OF DELEGATION OF AUTHORITY AND DECISION MAKING

This section combine between the two variables Delegation of Authority and decision-making to explore its statistics such as (Mean, Median, variance, Skewness, and Kurtosis) to check its normality in order to use it in the statistical analysis.

Table 5: Statistics Table for Delegation of Authority and Decision Making Variable

N	Valid	1500
	Missing	0
Mean		2.9000
Median		2.9545
Variance		.104
Skewness		-.388-
Std. Error of Skewness		.063
Kurtosis		-.036-
Std. Error of Kurtosis		.126

The next table indicate that the variable Delegation of Authority and Decision Making not distributed normally, where the value of Kolmogorov-Smirnov test reach to 0.146 with 0.000 significance level. This is means that the Mean and the Median of the variable are different.

Table (6) Test of Normality for Delegation of Authority and Decision Making Variable

	Kolmogorov-Smirnov			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Delegation of Authority and decision making	.146	1500	.000	.950	1500	.000

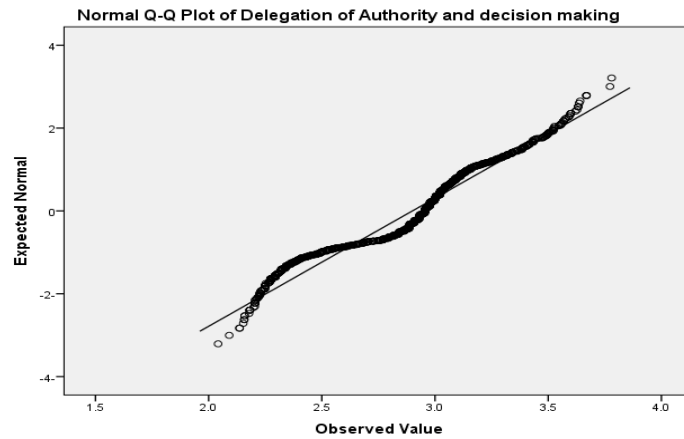


Figure 3: Normal Q-Q plot of Delegation of Authority and Decision Making

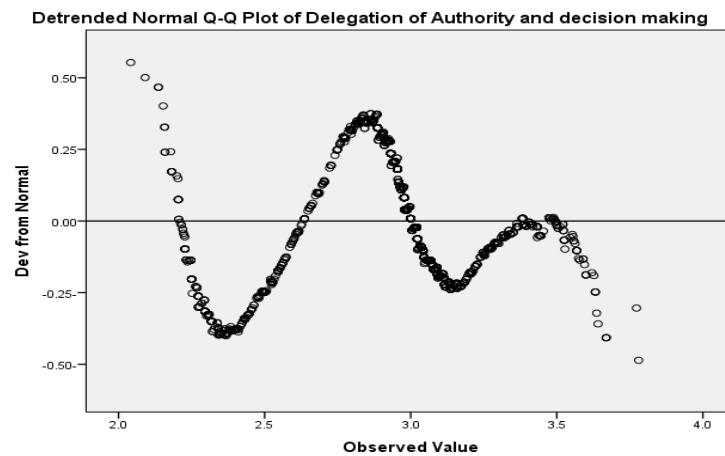


Figure 4: Determinant Q-Q plot of Delegation of Authority and Decision Making

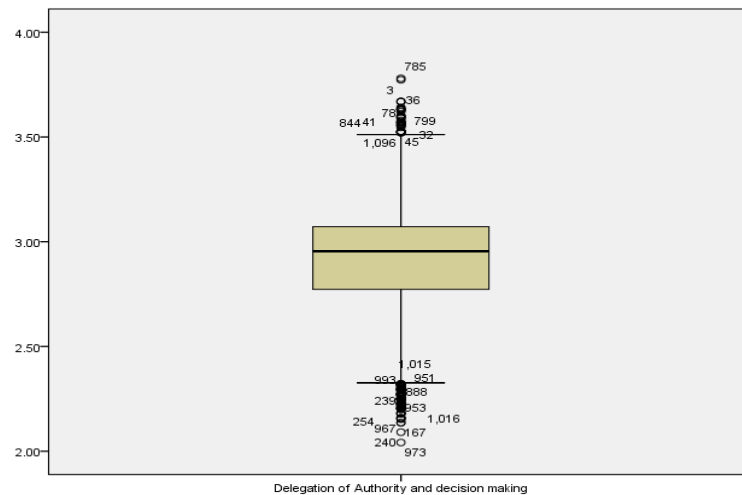


Figure 5: Box Plot of Delegation of Authority and Decision Making Variable

Mediate of Employees' Performance

For all variables we assumed that the null hypothesis is the Employees' performance variables equal the Median of the variable Delegation of Authority and Decision Making, and the alternative hypothesis is the Employees' performance variables not equal the Median of the variable Delegation of Authority and Decision Making. The p-value of this test reach to $0.298 > 0.05$ which means that we will accept the null hypothesis which indicate that the Employees' performance variables equal the Median of the variable Delegation of Authority and Decision Making with the level of significance 5%.

Table 7: Test of Normality for Delegation of Authority and Decision Making Variable

	Test Value = 2.9545 (Median)					
	N	Mean	Std. Deviation	Std. Error Mean	t-test	p-value
Employees' Performance	750	2.9393	0.39921	0.01458	-1.040	0.298

As we have seen in table (4.73) The p-value of this test reach to $0.298 > 0.05$ which means that we will accept the null hypothesis which indicate that the Employees' performance variables equal the Median of the variable Delegation of Authority and Decision Making with level of significance 5%.

RESULTS

The study reached a number of theoretical and quantitative results, including a significant delegation of authority at the Dubai Police Station, which in turn contributed to the improvement of the performance of staff at Dubai Police stations. There is a strong correlation between staff performance and delegation of authority and decision-making capacity. The most appropriate.

Dubai Police has also witnessed the remarkable developments in Dubai, especially in its economic development.

RECOMMENDATIONS

From these results the researcher suggests some recommendations such as:

- To take care of police research projects for security personnel as a basic function of the police department through the development of a comprehensive strategic plan at the level of police departments in Dubai and the Ministry of the Interior.

- Linking police research projects with community issues and working on the results of this research in the fields of social life.
- The need to enrich police departments with the latest tools and weapons necessary, especially with regard to the latest global models of contemporary leadership and the latest methods and methods of modern decision-making actors.
- Extend the delegation of powers to the sections of the police departments through participation in the subject of budget sections.
- Attention by the police departments to study the plans and analyse them and submit a report to the section of each section in detail in order to raise the level of security and allow the opportunity to renew and review plans, methods and methods.

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